

30 July 1981

MEMORANDUM FOR: Director of Central Intelligence
Deputy Director of Central Intelligence

FROM : Robert M. Gates

SUBJECT : Luncheon Meeting with Norman Terrell, Counselor to
Director of ACDA

1. Terrell came to see me to follow up on the letter you sent to Gene Rostow about the role ACDA might play in relationship to CIA and the Intelligence Community, particularly with respect to participating in various kinds of meetings and having a say in the ordering of our analytical and collection priorities. His agenda, my responses, and--where needed--requests for your guidance follow:

- Detailees: Rostow is very interested in having two or three CIA detailees go to ACDA for one- or two-year tours. He is prepared to make room for them in the substantive bureaus, on issue staffs, or on verification and intelligence matters. I told him that I was a very strong believer in rotational assignments to policy agencies, especially for intelligence analysts. I noted that we are somewhat isolated here at Langley and that any opportunity for our analysts to understand better the policy process is a net gain for CIA. Rostow will be sending you a letter about this and I recommend that we respond positively.
- National Intelligence Topics: Rostow is interested in involving ACDA in this process to ensure that arms control related issues are at least given a hearing as intelligence priorities are sorted out. I told him that I thought this was a legitimate request on ACDA's part and something we should follow up on next year. (He also indicated that ACDA should take part in SIG concurrence in the NITs; I demurred on this. What do you think? All other foreign policy agencies are represented either directly or through their intelligence components.)
- NFIC: ACDA's view is that just as Commerce and Treasury sit with NFIC so too should ACDA in terms of ensuring that its interests and concerns are addressed by the Intelligence Community. He noted that OSD views (particularly Richard Perle's)

are important in shaping positions taken at the table by DIA and other DoD representatives, just as State's views are represented by INR. Thus the only foreign policy agency not represented at the table in some form or another is ACDA. I gave him no encouragement on this subject but be aware ACDA is still interested. Any guidance?

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- SIG/IG Participation: In your letter to Rostow, you indicated that ACDA would be invited to participate in SIGs and IGs on intelligence when appropriate. Terrell asked how that would be implemented. I responded that I would ensure that [redacted] had received a copy of the DCI's letter to Rostow and was sensitive to possible topics in which ACDA might have an interest and an appropriate role.
 - Terms of Reference for NIEs: ACDA is very interested in having the opportunity to review terms of reference for NIEs that relate to arms control and strategic issues, e.g. 11-3/8. He noted that, here again, DoD's policy views are an important influence on the positions that DIA and other military agencies take at the NFIB table, as is the case with State. I told him that I knew that estimate managers had rather frequently in the past submitted terms of reference for major estimates to policy agencies, including the NSC Staff, for comment to ensure that the estimate would satisfy the needs of the user. I told him I saw no reason why ACDA might not be included in this informal consultative process and encouraged him to call Harry Rowen and register this point.
 - Dick Allen's 1985 Capabilities Study: ACDA provided a 30-minute briefing on intelligence capabilities that will be required in the arms control area in the period to 1985. Terrell asked if there was not some way that ACDA could see how that briefing was integrated into the overall project and clearly was interested in seeing the capabilities study in draft to see that their concerns are adequately reflected. I provided Terrell no encouragement on this point. Guidance?
 - Program Review: Terrell had in his hand an IC Staff paper that was part of the program review package entitled "Support to Negotiation and Monitoring of Arms Control Treaties." He observed that ACDA might have something to offer to the program managers in terms of likely requirements in the future on this and perhaps other subjects and wondered if it was appropriate for them to be involved at some stage. I told him that it was most unlikely that ACDA would be invited to participate in the program review process but that he did have a valid point that ACDA might be able to make some sort of informal contribution on such subjects. My recommendation would be to alert [redacted] to this as well. Guidance?
 - ACDA Participation in other Intelligence Community Organizations (Community Committees, etc.): Terrell noted that ACDA representatives
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STAT were welcome in JAEIC but not in WSSIC. In light of the Director's comment that ACDA should participate in such instrumentalities when their equities are involved or their special expertise may be utilized, Terrell asked how they might begin to participate at least on occasion in committees like WSSIC--where other non-intelligence community agencies like NASA play an active role. I told him that, again in this case, an informal role seemed like the only possible way to go and that I would suggest to you that [redacted] speak to the committee chairmen with a view to "raising their consciousness" on ACDA participation under the circumstances cited in your letter (when their equities are involved or their special expertise can be utilized).

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STAT 2. Terrell's tactic was not to push hard on these issues. Rostow seems to be interested primarily in getting ACDA involved in some of the bureaucratic forums around town, even on an informal and ad hoc basis, when that agency's equities are involved. I think that on an informal and periodic basis we should try to be helpful.

[redacted] Additionally, Rostow has foresworn setting up his own rival verification snop, in effect to monitor those who monitor. In short, Rostow has done a couple of things to make our lives a little easier and, for that reason, where we can accommodate him in an informal way I believe it would be both useful and politic.

Robert M. Gates